



Massachusetts Department of Transportation

**MassDOT**

# **A Status Report on Transportation Reform**

***"Leading the Nation in Transportation Excellence"***

August 2010

# MassDOT

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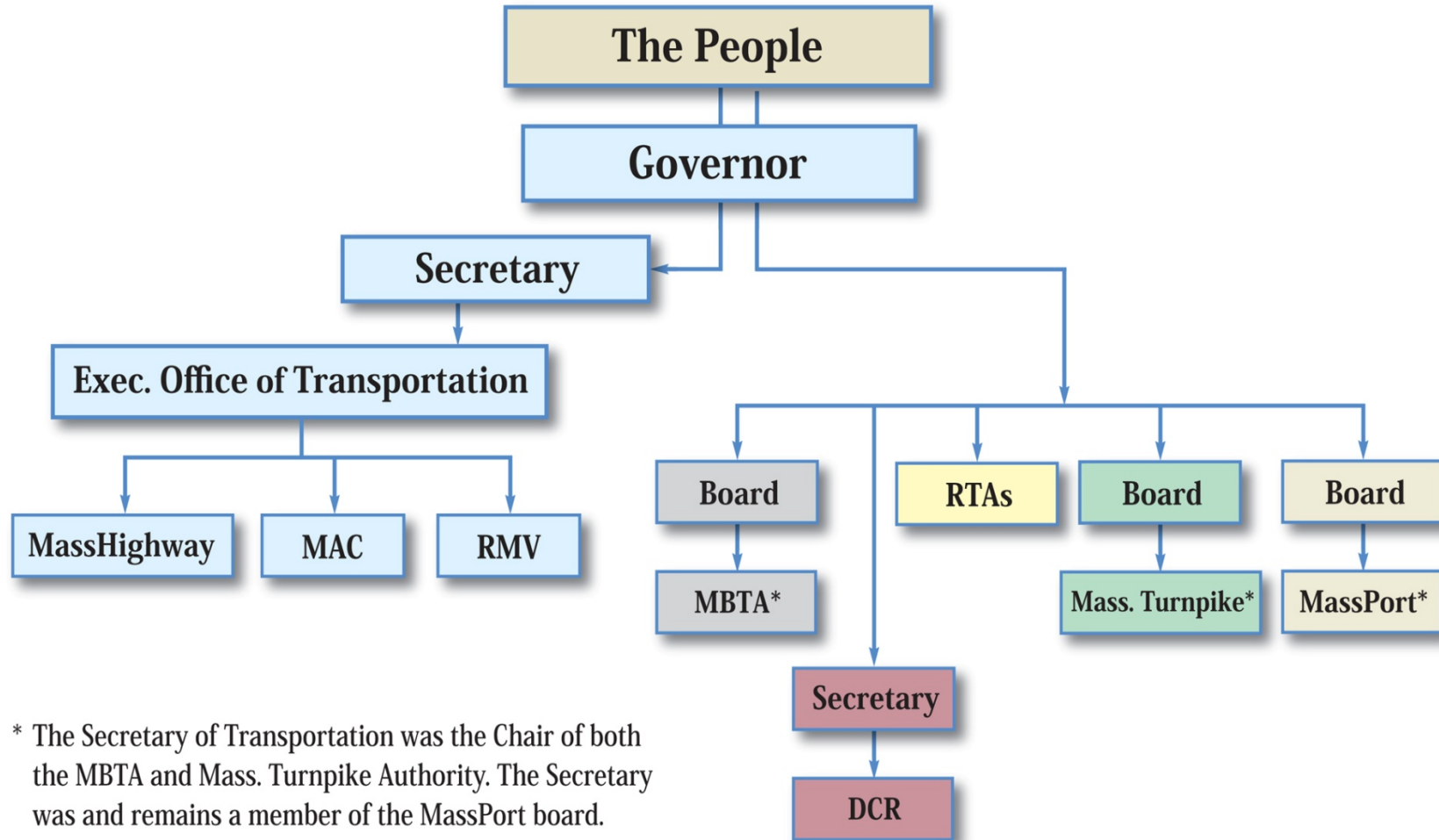
- In 2009, the legislature abolished our traditional agencies in favor of one transportation organization focused on customer service and safety.
- We were created on November 1, 2009, but 2010 is our 3<sup>rd</sup> year of a reform campaign to prove to Massachusetts citizens that we are able stewards of the Commonwealth transportation system by saving money, improving customer service, winning back the respect of our workforce, and by focusing on the entire state.
- We aspire to lead the nation in transportation excellence.

# MassDOT Mission

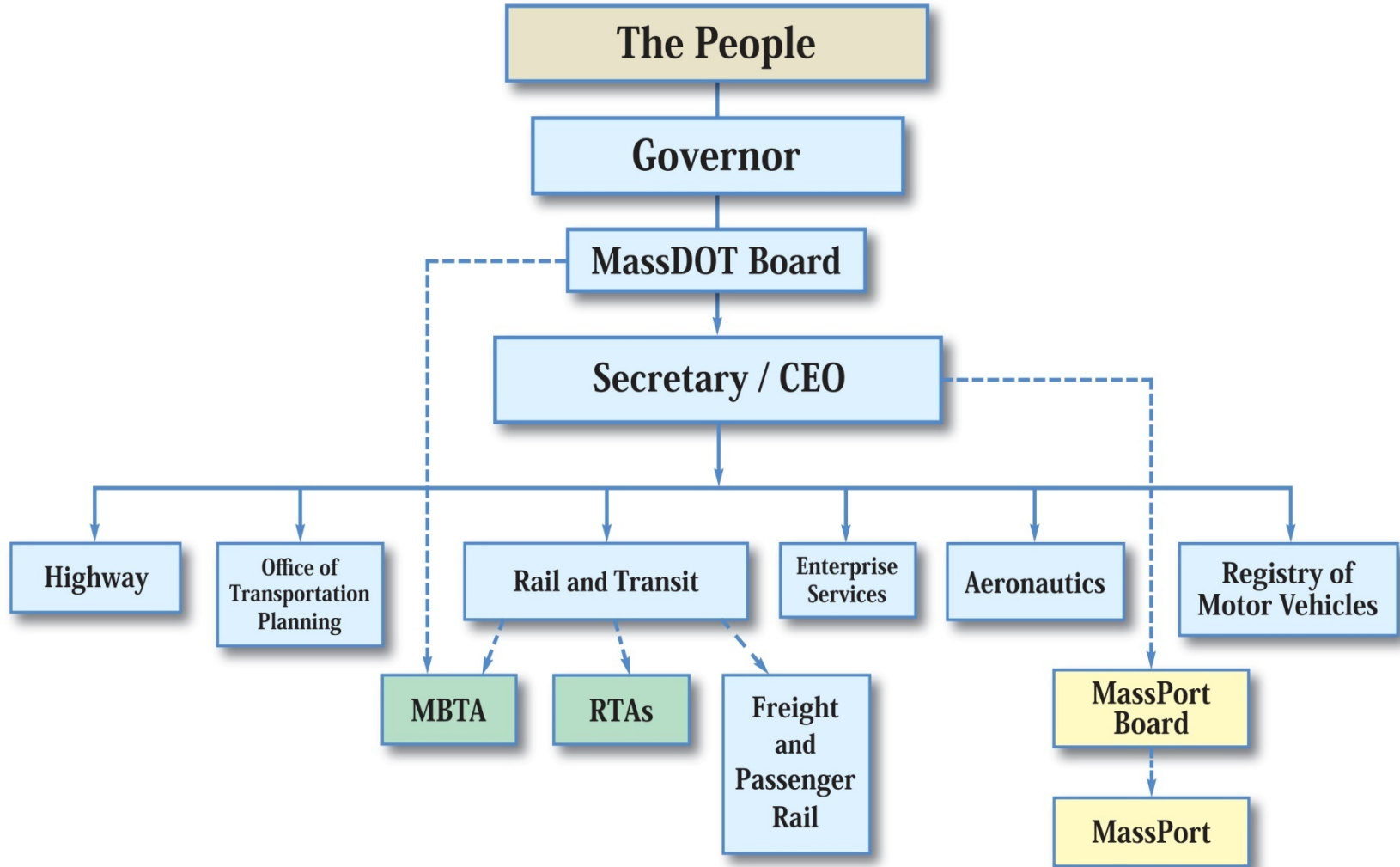
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**Our mission is to deliver excellent customer service to the people who travel in the Commonwealth and to provide our nation's safest and most reliable transportation system in a way that strengthens our economy and quality of life.**

# Previous Organization (1970-2009)



# Current Organization (2009- )



# Requirements for Reform

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- **A real or perceived crisis**
  - Big Dig
  - Debt
  - Confidence
- **A real leader**
- **Broad support for key building blocks**
  - Lack of statewide attention
  - Feeling of redundancy
  - Desire to do something...anything

# Make Ready: Before Day One

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## We Knew:

- Plan Ahead: Highway Integration Teams
- Identify Day One “Must-Do” List
- Find “Early, Easy Wins”
- Maintain Long Term Focus
- Need All Workers Engaged

## We Learned:

- You will never be ready
- Cannot overcommunicate
- Need sharp, simple messages



# A Five Part Implementation Strategy

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## 1. Communicate with the Public

- Website/information page
- Social media
- Stakeholder groups
- Seek feedback regularly
- Conventional media outreach
- Regional events
- Meet the managers



# A Five Part Implementation Strategy

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## 2. Empower and Communicate with our Employees

- Site visits
- Union negotiations
- Strategic plan/mission/vision
- Management training program
- Weekly newsletter and message
- Talent management program
- Change agent outreach
- Suggestions/talk back program
- Employee of the Month
- Internal committee project
- Transportation Round Table
- Standing committees on safety

# A Five Part Implementation Strategy

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## 3. Keep at core business

- \$1.1 billion highway investment- 2X 2007 level
- SD bridges down 10%
- 400+ projects ongoing
- \$500 million transit investment
- Reduce RMV wait times



# A Five Part Implementation Strategy

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## 4. Create a Dedicated Team to Save Money, Drive Change, and Monitor Progress and Improve Culture

- Document Savings (annual savings)
  - Debt Restructure (\$38M)
  - GIC Savings (\$36M)
  - Administrative Efficiencies- rent, phone, paper, 511- (\$5.76M)
  - Payroll Reductions at the MBTA and MassDOT (\$9.3M)
- Manage Senior Leadership Team
  - Develop Mission, Vision, Strategic Plan
  - Exchange Ideas
  - Build Teamwork
  - Prepare regular reports to Legislature, Public
  - Task and manage “Change Agents”
  - Transportation Round Table

# A Five Part Implementation Strategy

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## 5. Establish Credentials via Initiatives

- Open Data Initiative
- GreenDOT
- Transportation Gap Group
- Freight Rail Coordination Project
- YouMove Massachusetts
- Wait Time Reduction Project
- Courtesy Counts Campaign
- Meet the Managers Effort
- 511 Restructuring
- Transportation Round Table

# Lessons Learned to Date

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1. **A simple, central message is important**
2. **Communicating with the public is important**
3. **Must empower workers**
  - share the vision
  - go see them
  - ask for ideas and feedback
  - frontline management is key
4. **The real work is to make it stick**
5. **Keep moving forward; no steps back**
6. **Need more work on:**
  - change driven from the bottom up
  - culture change
  - measurement/keeping score

# Continued Threats

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- Long term financial sustainability
- Getting to the tipping point / culture change
- Maintaining stamina
- Looking and moving ahead

# Track our Progress



- MassDOT on the Web: [www.mass.gov/massdot](http://www.mass.gov/massdot)
- BLOG: [www.mass.gov/blog/transportation](http://www.mass.gov/blog/transportation)
- TWITTER: [www.twitter.com/massdot](http://www.twitter.com/massdot)
- Integration questions: (617)-973-7300
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